

112a Great Russell Street

## Hotel Management Plan (HMP)

### 1. Executive Summary

This document sets out the guiding operations, staffing, security and management principles for the hotel, ensuring efficient operations and that there is minimal impact upon the adjacent properties and neighbourhood.

1.1. In response to the consolidated comment set received from LB Camden, this document has been updated to address key local concerns specific to the area. These key revisions include:

- Confirmation of a preference to recruit locally and contribute to the local apprentice scheme, as outlined in the attached Employment and Training Plan
- The inclusion of a contribution towards the provision of a new Cycle Hire Docking Station as required by Section 10 of the UU.
- Restricting group bookings to a maximum of eight guests and therefore mitigating coach drop-offs in the local area
- In accordance with Camden Local Plan Paragraph 5.57, the maximum stay for guests will be 90 consecutive nights
- Measures to control noise and general disturbance to limit possible adverse impacts due to the increased level of activity at street level
- Further details regarding servicing arrangements and hours of operation, as outlined in the attached Servicing Management Plan
- The operator will ensure that plant is serviced regularly to avoid noise problems associated with poorly maintained plant. A sample plant maintenance schedule is outlined in Appendix B

## **2. Introduction**

- 2.1. This HMP sets out the guiding operation and management principles that seek to ensure that operations are managed in a way that respects the amenity of the neighbourhood.
- 2.2. This HMP aims to address the local concerns regarding the hotel use and protect the stakeholders' interests irrespective of whether the operator changes in the future.
- 2.3. Whilst this document sets out the guiding principles, certain aspects of the hotel's operation will be subject to specific operator requirements and procedures. A code of conduct to ring fence certain minimum standards is outlined in Appendix A.
- 2.4. Following the preparation of the HMP, the Bloomsbury Association was given the opportunity to comment on 27<sup>th</sup> February 2019. The HMP will be submitted to Camden for approval prior to occupation.
- 2.5. To ensure that the HMP remains relevant, the plan will be reviewed annually for the first 5 years after the completion of the hotel.

## **3. Hotel Operations**

### **3.1. General**

- 3.1.1. The hotel operator is the Assembly Hotel Group Ltd. that is currently operating 3 further hotels in central London very successfully. Additionally, this plan has been prepared through consultation with several international hotel operators active within the area.
- 3.1.2. The hotel will operate and be managed and secured 24 hours a day.
- 3.1.3. The hotel will not include any food and beverage services. Instead, guests will be directed by staff to the extensive food and entertainment options already in the surrounding area, therefore supporting other local businesses.
- 3.1.4. A detailed Employment and Training Plan is attached to this HMP and provides apprenticeships and jobs for local residents during the operation of the hotel.

### **3.2. Concierge Desk - Street Level**

- 3.2.1. The concierge/security desk will be located within the main entrance located at street level.
- 3.2.2. The entrance will always be operated 24hrs and staffed by either a SIA trained concierge or security staff.
- 3.2.3. Measures to ensure the hotel will be staffed 24 hours a day within the dedicated reception area located in the main entrance include:
  - Recruitment of a full team of hotel employees that allows for holiday and sickness cover and accounts for any staff turnover, with a preference to recruit locally and contribute to the local apprentice scheme
  - Book regular SIA trainings to ensure enough team members are trained to provide adequate cover
  - Should an incident occur where a shift cannot be covered with the existing property team, SIA trained employees from other local Assembly Group Hotels will be cross trained to be able to cover these shifts
  - Additionally, contracts with temporary staffing agencies will be signed and any SIA qualified employees gained in this way will be trained on the procedures and protocols for this property by the training department of the Assembly Hotels Group

### **3.3. Reception and Communal Areas - Level -4 & -5**

- 3.3.1. The hotel reception will be located on Level -4 and operate 24 hours a day. Guests will be directed to the reception from the ground floor entrance by the concierge and signage.
- 3.3.2. All staff will be properly trained to assist guests upon arrival and departure. In addition to the traditional check in facilities, the hotel will offer automated check ins via mobile devices.
- 3.3.3. Communal lounge areas and meeting points will be split between Level -4 and -5, offering and providing comfortable social seating areas, vending machines and highspeed Wi-Fi.
- 3.3.4. The core of the back of house ancillary areas, e.g. housekeeping, staff amenities, offices for hotel admin and reservation, and security control centre, will be located at Level-5.

- 3.3.5. Additional linen rooms that will act as storage areas for housekeeping supplies will be disbursed throughout the hotel.
- 3.3.6. The daily upkeep and cleaning of communal facilities will be carried out by public area cleaners that are specifically employed to look after these areas.
- 3.3.7. Daily recorded internal and external property walks by employees and the General Manager will be conducted to ensure that high standards of cleanliness and upkeep are maintained.

#### **3.4. Guestrooms - Level -4 & -5**

- 3.4.1. All hotel bedrooms (166) will be located at Level -4 & -5.
- 3.4.2. The focus of the hotel is to provide the “Lifestyle” concept of a restful, uninterrupted sleep without any distractions. This is achieved by streamlining the amenities and technology and removing unnecessary items that distract from the core idea of a restful sleep, such as mini-bars, room telephones and TV’s.
- 3.4.3. The design and finish are to a very high standard, featuring quality fittings and natural materials. Specific attention has been placed on the sound proofing and air flow systems within the rooms.

#### **4. Hours of Operation**

- 4.1.1. The hotel will operate 24 hours, 7 days a week.

#### **5. Capacity**

- 5.1. The hotel will be carefully managed to ensure maximum capacities are not exceeded. A fire risk assessment has been prepared to inform the design of the hotel ensuring that the premises will be operated within a safe capacity.
- 5.2. Staff will be trained to manage this and booking and property management systems will make sure capacities are controlled at all time.

## **6. Entrance and Access**

- 6.1. The main entrance to the hotel will be at street level through the existing pedestrian access/egress for the car park on Great Russell Street. This entrance will be used for private access to the hotel for resident guests.
- 6.2. Disabled access will also be provided via this entrance with access maintained throughout all of the hotel's communal areas and 10% of the bedrooms.
- 6.3. The entrance will be open and staffed 24 hours a day, 7 days a week.
- 6.4. All access into and out of the building will be carefully controlled and monitored.
- 6.5. A key concern identified during consultation was the possible noise and general disturbance caused as a consequence of the hotel operation. In particular, concerns about the increased level of activity on the street frontage for example people congregating or smoking.
- 6.6. To ensure that the privacy and peace of the neighbouring residential community is not disturbed, a Street Management Policy will be put in place to effectively manage anyone within the vicinity of the Hotel. This is outlined in Appendix C.
- 6.7. The Street Management Policy will also ensure to limit any adverse impacts caused by the hotel operations. For example, guests and staff will be directed towards the existing smoking area for the adjacent casino located on the corner of Tottenham Court Road and Great Russell Street. This area is away from surrounding residential properties and will reduce any possible noise impacts.
- 6.8. The hotel will be serviced from Adeline Place as described in the Servicing Management Plan.
- 6.9. The hotel is situated in a location that is highly accessible by public transport. As such, the hotel will not provide on-site parking for hotel guests.

## **7. Arrivals/Departures**

- 7.1. Hotel Guests:
  - 7.1.1. Arrivals and departures will occur sporadically throughout the day however they will be primarily centred around check in and check out times, usually 08:00 to 10:00 in the morning and 17:00 to 19:00 in the evening.
  - 7.1.2. It is envisaged that most guests will arrive and depart by public transport. The Hotel benefits from excellent transport connections given its close proximity to two underground stations, Tottenham Court Road and Goodge Street, and the future opening of Crossrail in 2019. There are also several well serviced bus routes in the area

- 7.1.3. In addition, TfL have requested that a new Cycle Hire Docking Station be provided. Although the delivery and location of this new Docking Station are outside of our remit, a contribution towards its provision has been made.
  - 7.1.4. Given the nature and size of the hotel, we do not anticipate that hotel guests will arrive or depart by coach. Group bookings will be limited to a maximum of 8 guests. Group bookings will be restricted through the online booking system and advertised on the hotel's website and any third-party booking sites.
  - 7.1.5. The target guest segments are from short-stay markets and in accordance with Camden Local Plan Paragraph 5.57, the maximum stay for guests will be 90 consecutive nights. The minimum stay will be one night. Hourly rentals are strictly excluded to prevent the misuse of the hotel's facilities.
  - 7.1.6. Arriving guests will be greeted by the concierge at the main entrance and directed to the check in and reception area on Level -4.
  - 7.1.7. The concierge will be able to provide guests with information of the local area and transport options.
  - 7.1.8. To ensure patrons safety upon exiting the premises, the hotel's concierge/security, located at the hotel entrance at street level, will be available to call taxis for patrons of the hotel.
- 7.2. Employees:
- 7.2.1. Most employees will arrive by public transport or on foot, including the available communal bicycle system now established within London. In addition, the current plan includes storage space for 24 visitor and 8 employee bicycles, so that employees can commute to work by private bicycle.
  - 7.2.2. In addition, TfL have requested that a new Cycle Hire Docking Station be provided. Although the delivery and location of this new Docking Station are outside of our remit, a contribution towards its provision has been made.

## 8. Security

- 8.1. Provision of regular security precautions, such as CCTV and access control, will be made in public areas and all external areas associated with the hotel on Great Russel Street and Adeline Place.
- 8.2. Security staff will operate at the hotel entrance between 19:00 and 7:00 to manage

any possible congregation and anti-social behaviour by guests returning to the hotel in the early hours. This would include breaking up large groups and redirecting smokers to the existing smoking area for the adjacent casino, located on the corner of Tottenham Court Road and Great Russell Street.

- 8.3. Additionally, CCTV cameras will monitor the main entrance, services entrance and all external areas associated with the hotel on Great Russell Street and Adeline Place, to prevent and minimise any possible disturbance caused by guests and staff members.
- 8.4. Footage will be kept for a minimum of 31 days and accessible on demand to the Statutory Authorities.
- 8.5. Should any antisocial behaviour by guests occur, the following procedure will be followed:
  - Guests need to accept a paragraph outlining the expected conduct and behaviour as part of the registration process as a preventative measure
  - Should any unwanted behaviour occur, the hotel employees shall make every effort to remind guests of the expected conduct and to resolve the situation without compromising their own safety
  - Should a situation occur that cannot be resolved by the hotel team, the emergency services will be called
  - Guests that participate in any antisocial behaviour will be blacklisted and barred from staying at the property in future

## **9. Deliveries & Servicing**

- 9.1. The hotel will be serviced using an off-street service access ramp off Adeline Place. All deliveries will be offloaded from the service ramp and then loaded onto a small electric vehicle (EV), which will remain in the ramp service area. The EV will then transport goods from the ground floor service entrance before depositing the goods in a designated service area at Level -4.
- 9.2. It should be noted that the onsite servicing area located on Bedford Avenue is used solely by the St Giles Hotel. For management and operational reasons, the use of this service area is not possible.
- 9.3. All servicing and deliveries will be pre-booked and spread evenly throughout the day at off peak times and between normal work hours to minimise the potential for any noise and disturbance to the nearby residents and hotel guests and to avoid several delivery vehicles arriving at the same time. The electric vehicle will also be restricted to operating within these hours to reduce any adverse noise impacts on the surrounding properties.
- 9.4. Refuse and recyclable waste will be stored in a designated refuse storage area off

Adeline Place at street level as shown in drawing No. 2897-P-11-Rev-F (which is in the possession of the Council). Bins will remain there until they are due to be collected. Immediately prior to timed collections, refuse will be taken from the refuse area and placed on Adeline Place ready for collection. Bins will be brought back inside the hotel building immediately after collection.

- 9.5. As there is no Food and Beverage operation at the hotel, there will be minimal waste. Waste crushers and compactors will be installed to further reduce the number of bins needed and minimise waste movement.
- 9.6. Further details are set out in the Servicing Management Plan
- 9.7. A sample plant maintenance schedule is also outlined in Appendix B. This schedule will ensure that plant is serviced regularly to avoid noise problems associated with poorly maintained plant.

## **10. Management**

- 10.1. Staff will be available in the hotel 24/7 to maintain the safety and wellbeing of everyone, both in the hotel and within the vicinity of the hotel. As such, local residents can communicate with the hotel staff at any time.
- 10.2. The designated community contact will be the General Manager of the hotel. The General Manager will be empowered and trained to deal with any issues affecting local residents in an efficient manner and will create a tangible point of reference if local residents wish to raise any issues.
- 10.3. The hotel will be fully managed with approximately 24 full time employees split into shifts.
- 10.4. Staff will be extensively trained to ensure high levels of hospitality, cleanliness, safety and security.
- 10.5. At any one time there will be an appropriate number of staff members trained in First Aid and SIA on hand to ensure the safety of everyone within the hotel.
- 10.6. Staff will only use the service entrance off Adeline Place when arriving for or leaving at the end of their shift.
- 10.7. All staff of the hotel will be required to use the designated smoking area located at the adjacent casino on the corner of Tottenham Court Road and Great Russell Street, this will be monitored by CCTV.

## **11. Travel Management**

- 11.1. Prior to occupation a detailed Travel Plan will be submitted to Camden Council for approval. A summary of the travel options to and from the hotel are detailed in the Transport Statement submitted with the application.



**Appendix A: Code of Conduct**

A code of conduct will be made available to each new occupier of the hotel, setting out the standards by which the occupiers of the hotel are expected to conduct themselves, both within the hotel and the local area with a view to ensuring the behaviour of occupiers of the hotel both on and off the Property causes minimum impact on or disruption to local residents.

This code of conduct will ringence the following minimum standards:

- The property must be manned 24 hours, 7 days a week
- The concierge/security desk will be located within the main entrance at street level
- The entrance will be operated 24 hours, 7 days a week
- Maximum capacity not to be exceeded
- Access to the building needs to be carefully controlled and monitored
- Staff and guests to adhere to the designated smoking areas
- Groups to be limited to 8 guests
- The maximum stay for guests will be 90 consecutive nights
- Adherence to the Street Management Policy
- Adherence to regular security precautions
- Adherence to the Servicing Management Strategy
- To have a detailed Plant Maintenance Schedule
- To have a detailed Employment and Training Plan

**Appendix B: Sample Plant Maintenance Plan**

Please find a sample Plant Maintenance Plan from an existing Assembly Hotels Group property below:

	Total Visits	J	F	M	A	M	J	J	A	S	O	N	D
90 Defects/Condition Report	1											X	
VRV Outdoor units	2					X						X	
AC Fan Coils	2					X						X	
AHUs	2					X						X	
BS Boxes	2					X						X	
DX Split system AC units	2					X						X	
Daikin Hydroboxes	2					X						X	
VRV Centralised Controller	2					X						X	
Control Panels	2					X						X	
Heated air curtain	1					X						X	
Lifts	4		X			X			X			X	
Kitchen Extract AHU	2					X						X	
Dosing Pot	2					X						X	
Gas water heaters	1					X						X	
Cold Water Booster Set	2					X						X	
Water Softener	2					X						X	
Buffer Vessels	2					X						X	
Sump Pumps	2					X						X	

Circulation pumps - Pressure, LTHW, Booster	2					X						X
Small Mini Pumps	2					X						X
Pressurisation Unit	2					X						X
Expansion Vessels	2					X						X
Gas Solenoid Valves	1											X
Water Tank	1											X
Emergency Lights	1											X
Lightning Protection	1											X
PAT Testing	1											X
Fixed wire testing	1											X
Generator	2					X						X
Fire Shutter	1											X
Abseil anchor points + rail & davits	2					X						X
Stainless steel safety wire system	1					X						
Cold water tank inspection	2					X						X
TVC, Ecoli & Coliforms sampling	2					X						X
Legionella Sampling	2					X						X
Closed system analysis	2					X						X
Water Softener service	2					X						X

## **Appendix C: Street Management Policy**

The street management policy is designed to ensure the privacy and peace of the neighbouring residential community is not disturbed. It will be put in place to effectively manage anyone within the vicinity of the hotel

The Street Management Policy also limits any adverse impacts caused by the hotels operations:

- Guests and staff will be directed towards the existing smoking area for the adjacent casino, located on the corner of Tottenham Court Road and Great Russell Street. This area is away from surrounding residential properties and will reduce any possible noise impacts. The public area cleaner will ensure that this area is kept clean.
- Regular, recorded security walks of the property and surrounding areas will be conducted by employees and the General Manager to ensure areas are clean and well maintained. During these walks, any large groups gathering will be broken up and any smokers will be redirected to the designated smoking area.
- Security staff will operate at the hotel entrance between 19:00 and 7:00 to manage any possible congregation and anti-social behaviour in the hotel's direct vicinity by guests returning to the hotel or any other members of the public in the early hours. This includes breaking up large groups and redirecting smokers to the designated smoking area located towards Tottenham Court Road
- CCTV cameras monitoring the main entrance and services entrance will be observed to prevent and minimise any possible disturbance caused by guests, staff or members of the public.
- Staff will be trained to call the emergency services for any situation that may arise that cannot be dealt with by hotel employees without compromising their safety.
- All deliveries will be received via the service access ramp off Adeline Place and will be scheduled during day time only. Any deliveries attempted by vehicles in any other area will be rejected and the drivers sent to the designated unloading area in Adeline Place. All drivers and companies will be instructed to adhere to the designated unloading area and timings.
- Refuse and recyclable waste will be stored in a designated refuse storage area within the service ramp until it is due to be collected. Immediately prior to timed collections, refuse will be taken from the refuse area and placed on Adeline Place ready for collection. Bins will be brought back inside the hotel building immediately after collection.